

# SWARTLAND MUNICIPALITY



**ANNUAL REPORT  
2008/2009**



**BUILDING SUSTAINABLE PARTNERSHIPS SINCE 2000**



Swartland Municipality  
**Private Bag X52**  
**Malmesbury**  
**7299**

Tel  
**022 487 9400**

Fax  
**022 487 9440**

E-mail  
**swartlandmun@swartland.org.za**  
**www.swartland.org.za**

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## FOREWORD BY MAYOR



**A**lthough Swartland Municipality, like all other local authorities in South Africa, suffered greatly from the economic crisis, we somehow managed during the 2008/09 financial year to keep our promise to provide value for money services for all the residents in the Swartland.

When we, as Swartland residents, reflect on and compare the condition of our municipal services to that of the rest of the country, we have a lot to be thankful for. On behalf of my Council I would like to thank you, as municipal consumer, for enabling the Municipality to deliver services to its residents by continuing to pay your assessment rates and services accounts.

Despite our spending having increased significantly over the past few years, we are still experiencing service backlogs in our municipal area. Swartland residents can, however, rest assure that the municipality are actively pursuing all avenues to address these critical backlogs.

The Council views community participation as a cornerstone for development. We realize that without the support and inputs of our communities, our development initiatives may fail to address the root causes of some of our development challenges.

Despite all the developmental challenges that we experience, the municipal council is dedicated to ensuring stable local government. Stability on local government level should be treasured, as it allows for forward thinking, administrative efficiency and overall effective service delivery. We believe that an enabling environment is required to perform, and to perform well.

In view of our promise of delivering quality services to you, our client, we have this year – in conjunction with our ratepayers – set about to formulate mutually acceptable standards for the (both primary and secondary) services that we render. This has been a long and participative process, and we are looking forward in presenting you with our own and first client services charter early in 2010.

To conclude, Swartland Municipality will strive to uphold the principles of Batho Pele, by putting our people first. On behalf of the Swartland Municipal Council I would like to extend our gratitude to our communities, for allowing us the opportunity to serve.

*Tijmen van Essen*

(Executive Mayor with effect from 29 April 2009)

## FOREWORD BY MUNICIPAL MANAGER



**T**he 2008/2009 financial year has been an exciting year for the Municipality and for the region as a whole. From a municipal perspective, we have improved our services to our residents through significant capital investment. Like we promised during the 2007/2008 financial year, we are continuously striving to deliver affordable, high quality services.

Winning the VUNA awards for Best Category B municipality nationally during the previous year (07/08) and the Cleanest Town competition for the consecutive year (2007/2008) was a highlight in terms of our achievements. During 2008/2009 we obtained a 3rd place in the Provincial VUNA competition and came second in the provincial Cleanest Town Competition. Our ongoing success with both competitions did not start when we submitted our application - it started in December 2000 when Swartland Municipality was established. Dedicated officials at all levels of the organisation made these awards possible. Management realises that our single most important resource still remains our staff, and we are committed to retaining and attracting quality personnel. We used a portion of our winnings to implement the PROSPERITY PARTNERSHIP.

The Prosperity Partnership Project started in April 2008, when a series of Climate Creation Workshops, Senior Leadership Workshops, INVOCOM® Skills Development Workshops and a Key Leadership Summit was held, in order to develop and enhance leadership skills and communication skills and to create a workplace climate conducive to employee involvement through communication for commitment and innovation (INVOCOM®). INVOCOM® is an approach to ensure we talk about the right things, by involving the right people, at the right time and frequency and in the right way.

The INVOCOM® methodology is a delivery vehicle for improved business performance through organizational, operational and service excellence. INVOCOMS® take place against a back-drop of specific “rules of the game”, as follows:

- No subjects are taboo
- Rational and non-emotional discussion
- Holistic perspective
- Systematic discussion
- Never to hurt, only to learn
- Objectivity of the leader

To ensure the sustainability of the Prosperity Partnership Project, six internal coaches were trained to manage the project and also to coach and mentor the processes of INVOCOMS®. INVOCOMS® were successfully launched on 2 September 2008.

The creation of the right climate and work environment paved the way to successfully implement 0% Performance Management bonuses and to extend the Performance Contracts to 17 middle managers. This initiative is regarded as a Best Practice in South Africa.

A value system for Swartland Municipality was also developed by employees for employees as part of the project and these values form part of the organizational culture and climate for exceptional service delivery. These values are: Mutual Respect, Positive Attitude, Honesty and Integrity, Self-discipline, Solidarity and Commitment, Support and Work in harmony.

Since the inception of the Swartland Municipality, the organisation has strived to improve service throughout the region. The Municipality has spent approximately R300 million since 2001 on improving municipal infrastructure. Despite this enormous capital investment in our region, certain areas are still suffering due to poor service delivery, notably Ward 7. We realise that a cooperative effort will be required to address all the regional backlogs, and we are continually raising these, and other service delivery issues, on a district and provincial platform.

In conclusion, the municipality remains humble and aware of the fact that our achievements these past years were due to our Swartland public. We want to express our deepest thanks to all our ratepayers for ensuring that we remain a financially viable organization. We will honour our communities’ trust in us by providing high quality, effective services.

*Joggie Scholtz*



## EXECUTIVE SUMMARY

**T**he Annual Report reflects on the performance of the municipality during the 2008/09 financial year. The report indicates the service delivery highlights, and reports on human resource and other institutional issues, the financial statements of the municipality as well as the services rendered by the organization. Central to service delivery of the municipality, is its vision and mission. These statements capture the essence of the ethos of the municipality.

The VISION of the Municipality, based on the basic principles of sustainable development, is as follows:

***"We build sustainable partnerships with all our people."***

Our MISSION STATEMENT is:

***"We ensure social and economic stability and growth through the sustainable delivery of all primary and secondary services to all our interested parties."***

Considering our employees to be our most important asset in allowing us to concretise our vision and mission, we have also developed the following LEADERSHIP PHILOSOPHY:

***"Through participation, understanding and purposefulness we create an environment in which staff flourish and deliver outstanding and sustainable service."***

### MANAGEMENT TEAM

**Back, Left to right:** KC Cooper (Director: Financial Services); R du Toit (Director: Electrical Engineering Services); P A C Humphreys (Director: Protection Services); H F Prins (Director: Corporate Services)  
**Front, Left to right:** J T Steenkamp (Director: Development Services); J J Scholtz (Municipal Manager); A J Botha (Director: Civil Engineering Services)



**COUNCILLORS (as at December 2008)**

**Back, Left to right:** Cllrs W Wilskut; J Loxton; J H Cleophas; D C Slade; L Gali; OM Stemele; E Schoor  
**Middle, Left to right:** Cllrs N J A Rust; B J Stanley; A C Sedeman; C Fortuin; C W Solomons; A M Sneewe; B W Geel  
**Front, Left to right:** J J Scholtz (Municipal Manager); T van Essen (Mayor); C McKrieling (Deputy Mayor); A W Bredell; A Johnson (Speaker); M S I Goliath; J Griebenaauw



## EXECUTIVE SUMMARY

*During 2008/2009 Swartland Municipality aspired to the following strategic objectives as captured in its Integrated Development Plan:*

- *To provide adequate, affordable and well maintained civil engineering services to the municipal area*
- *To provide adequate and affordable cleaning services to the municipal area*
- *To ensure that council's building infrastructure is sufficient and properly maintained*
- *To provide adequate, affordable, safe and well maintained electricity to the municipal area*
- *To promote and maintain a safe environment*
- *To promote social development in the municipal area*
- *To ensure sound management of the urban and rural environment*
- *To provide effective and sustainable housing delivery and management*
- *To promote an improved quality of life for all*
- *To ensure an effective and client orientated municipal administration*
- *To ensure financial viability and sustainability*
- *To promote a well-trained, motivated and professional workforce in a positive working environment*
- *To ensure an economical, effective, efficient and accountable organisation*
- *To promote local economic development*
- *To ensure effective strategic management*
- *To ensure proper and up-to-date information communication technology systems and processes*

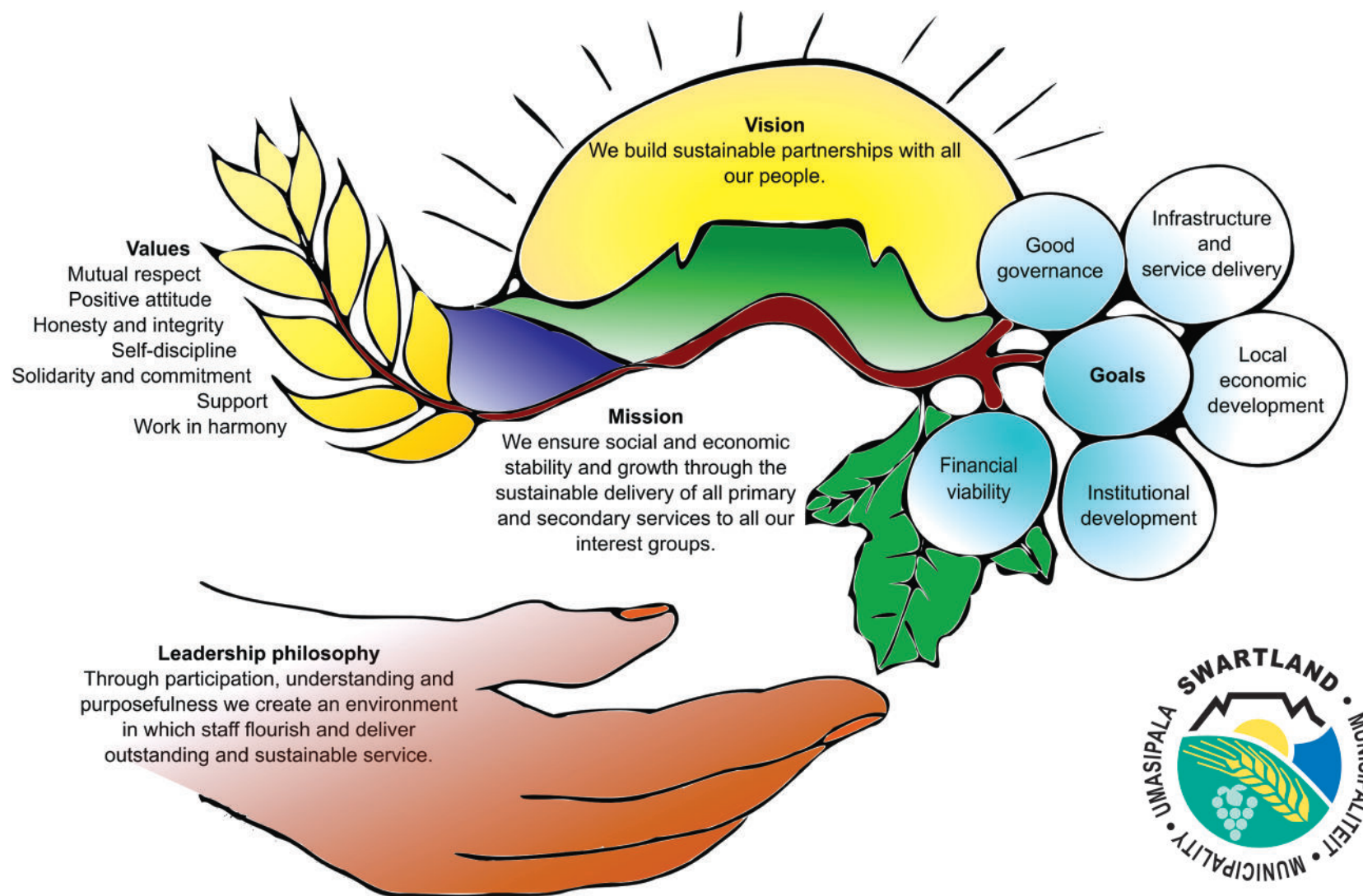


**EXECUTIVE MAYORAL COMMITTEE (as at December 2008)**

**Back, Left to right:** Cllrs M S I Goliath; J Griebenauw

**Front, Left to right:** Cllr T van Essen; C McKrieling (Deputy Mayor); A W Bredell (Mayor); A Johnson (Speaker)

# VISUAL STRATEGY





# CHAPTER 1: INTRODUCTION AND OVERVIEW

## 1.1 INTRODUCTION

*This Annual Report of the Swartland Municipality reflects on the performance of the municipality during the 2008/2009 financial year. The report aims to provide the reader with a glimpse into the activities of the municipality during the past year.*

*The report consists of the following chapters:*

### **Chapter 1: Introduction and Overview**

*This chapter gives a brief description of the geography and demography of the municipal area, as well as the legal context of the Annual Report.*

### **Chapter 2: Performance Highlights**

*This chapter focuses on the services rendered by the municipality, as well as the service innovations which took place during the year.*

### **Chapter 3: Human Resource and other Organizational Management**

*This chapter focuses on critical human resource and organizational issues.*

### **Chapter 4: Audited Statements and Related Financial Information**

*This chapter refers to the audited financial statements of the municipality (Annexure 2), the audit report of the Auditor-General on the financial statements and performance information (Annexure 3) and other disclosures required by legislation, either through direct reporting or notes to the accounts.*

### **Chapter 5: Functional Area Service Delivery Reporting**

*This Chapter is intended to provide comprehensive information on each functional area provided by the municipality. It includes an overview, description and detailed analysis of each function.*

## 1.2 LEGAL REFERENCE AND PURPOSE OF THE ANNUAL REPORT

*The Annual Report is compiled in terms of the following legislation: Municipal Systems Act No. 32 of 2000 (Section 46) and Municipal Finance Management Act No. 56 of 2003 (Section 121).*

*These sections are indicated below:*

### **Municipal Systems Act No. 32 of 2000 (Section 46): Annual performance reports**

*(1) A municipality must prepare for each financial year a performance report reflecting -*

- (a) the performance of the municipality and of each external service provider during that financial year;*
- (b) a comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year; and*
- (c) measures taken to improve performance.*

*(2) An annual performance report must form part of the municipality's annual report in terms of Chapter 12 of the Municipal Finance Management Act.*

### **Municipal Finance Management Act No 56 of 2003, Section 121: Preparation and adoption of annual reports**

- (1) Every municipality and every municipal entity must for each financial year prepare an annual report in accordance with this Chapter. The council of a municipality must within nine months after the end of a financial year deal with the annual report of the municipality and of any municipal entity under the municipality's sole or shared control in accordance with section 129.
- (2) The purpose of an annual report is-
  - (a) to provide a record of the activities of the municipality or municipal entity during the financial year to which the report relates;
  - (b) to provide a report on performance against the budget of the municipality or municipal entity for that financial year; and
  - (c) to promote accountability to the local community for the decisions made throughout the year by the municipality or municipal entity.
- (3) The annual report of a municipality must include-
  - (a) the annual financial statements of the municipality, and in addition, if section 122 (2) applies, consolidated annual financial statements, as submitted to the Auditor-General for audit in terms of section 126 (1);
  - (b) the Auditor-General's audit report in terms of section 126 (3) on those financial statements;
  - (c) the annual performance report of the municipality prepared by the municipality in terms of section 46 of the Municipal Systems Act;
  - (d) the Auditor-General's audit report in terms of section 45 (b) of the Municipal Systems Act;
  - (e) an assessment by the municipality's accounting officer of any arrears on municipal taxes and service charges;
  - (f) an assessment by the municipality's accounting officer of the municipality's performance against the measurable performance objectives referred to in section 17 (3) (b) for revenue collection from each revenue source and for each vote in the municipality's approved budget for the relevant financial year;
  - (g) particulars of any corrective action taken or to be taken in response to issues raised in the audit reports referred to in paragraphs (b) and (d);
  - (h) any explanations that may be necessary to clarify issues in connection with the financial statements;
  - (i) any information as determined by the municipality;
  - (j) any recommendations of the municipality's audit committee; and
  - (k) any other information as may be prescribed.

## **1.3 GEOGRAPHIC OVERVIEW**

The Swartland Municipal Area is situated 60 kilometers north of the Cape Metropole and consists of the following towns: Malmesbury, Darling, Yzerfontein, Moorreesburg, Koringberg, Riebeeck West, Riebeeck Kasteel, Abbotsdale, Kalbaskraal, Chatsworth and Riverlands. The N7 National Route winds through the municipal area, and a strong transport link exists between Malmesbury and Cape Town.

The area covers approximately 3700 km<sup>2</sup> and extends about 100 kilometers (east to west) and 80kms (north to south). Malmesbury has been identified as one of the Leader Towns in the Western Cape Province, indicating a good growth potential. The Table below gives a brief description of the towns in the region. The table is based on a growth potential study which was undertaken by the University of Stellenbosch.

